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EEO

Spotlight

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in the interest of equal employment opportunity

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President Carter on Affirmative Action

Reaffirming a strong commitment to a policy of affirmative action and charging departments and agencies to continue developing, implementing and vigorously enforcing affirmative action plans, President Carter recently sent a memorandum to heads of executive departments and agencies.

The July 20, 1978 memorandum reads, "Since my Administration began, I have been strongly committed to a policy of affirmative action. It is through such programs that we can expect to remove the effects of discrimination and ensure equal opportunities for all Americans.

"With your help, this Administration has been able to develop and implement meaningful affirmative action programs throughout the Federal government, and as a result minority employment has increased to its highest level in history.

"The recent decision by the Supreme Court in Bakke enables us to continue those efforts without interruption. That historic decision indicates that properly tailored affirmative action plans, which provide minorities with increased access to Federal programs and jobs and which are fair to all Americans, are consistent with the Civil Rights Act of 1964 and with the Constitution.

"I want to make certain that, in the aftermath of Bakke, you continue to develop, implement and enforce vigorously affirmative action programs. I also want to make certain that the Administration's strong commitment to equal opportunity and affirmative action is recognized and understood by all Americans."

No Upper Age Limit in Federal Employment

Civil Service Commission Bulletin 713-53, entitled "Newly Protected Age Group Coverage in Part 713 Discrimination Complaints System —ADEA Amendments of 1978 (Public Law 95-256)," provides guidance needed for extending the part 713 administrative discrimination complaints system for use by those individuals newly included in the Age Discrimination in Employment Act — protected age group.

Insofar as Federal employment is concerned, the protected age group no longer has any upper age limit. Effective September 30, 1978, the protected age group was redefined *from* employees age 40 to less than 70 and applicants age 40 to less than 65 *to* employees and applicants who are at least 40 years of age.

Subject to coverage in the provisions of part 713, applicants age 65 or more and employees age 70 or more are to be covered under part 713 discrimination complaints provisions: a) if a complaint of age discrimination is based on alleged discriminatory action(s) occurring on or after September 30, 1978; b) if a complaint of age discrimination is based on alleged discriminatory action(s) occuring within 30 days immediately preceding September 30, 1978; or, c) if a complaint of age discrimination was the subject of administrative proceedings in process on September 30, 1978.

Federal employees should check with their personnel offices to review CSC Bulletin 713-53.

Esparza Named to New Post

Carlos F. Esparza, Director of the Federal Hispanic Employment Program Office of the CSC, has been named Deputy Director of the Civil Service Commission's Philadelphia Region. Esparza assumed his new duties on October 2, 1978.

Esparza began his Federal career as a personnel investigator with the CSC in 1964. He was selected as an Administrative Intern in 1967 and served in the CSC central personnel office through 1970. From 1970 until his selection as Director of the Hispanic Employment Program (then the Office of the Spanish Speaking Program) in 1973, he held various assignments as an inspector with the Commission's Bureau of Personnel Management Evaluation.

Evaluation of FWP

The Office of the Federal Women's Program of the Civil Service Commission is conducting an evaluation of its eleven year old program. The evaluation stems from a recommendation of the President's Personnel Managment Task Force which calls for better evaluation criteria for Equal Employment Opportunity Programs.

Bentley Roberts of the CSC's

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PBGC and Upward Mobility

Pictured are administrators, supervisors, counselors and participants at the outset of the Pension Benefit Guaranty Corporation's Upward Mobility Program.

Is it possible for a small Federal agency to plan, develop and implement a sound, success-oriented upward mobility program? Emphatically, yes! The Pension Benefit Guaranty Corporation (PBGC) with a total of 450 employees and with only four year's existence has done just that.

Program planning began in January 1978 and by May upward mobility positions were posted and interviews conducted. Upward mobility trainees actually began the program in late June. The first quarterly evaluation has been conducted and shows positive results in all areas.

Perhaps because PBGC is a small agency, it has been able to physically as well as philosophically demonstrate an upward mobility program that is enthusiastically accepted and approved by its managers, supervisors and employees.

The two essential goals in implementing the agency's upward mobility policy are: 1) to provide assistance to employees in identifying career goals, objectives, or interests to increase the effective use of those employees' capabilities; and, 2) to provide opportunities for training and educational development commensurate with employees' potential, and consistent with the requirement of the corporation's mission and allocation of available resources.

As an example of how seriously PBGC views its upward mobility program effort, the following paragraph appears in its Upward Mobility Program Handbook. ". . .the ultimate success of the Upward Mobility Program is directly contingent upon the degree of commitment and support from management, counselors, supervisors and employees. It is only through the full cooperation and effort of involved personnel that the program will benefit both management and employees." PBGC feels that adhering seriously to the program's operational and administrative responsibilities, the program will be a viable element of it's overall personnel management system.

The core of PBGC's upward mobility program is the designation of target positions which represent opportunity for advancement and the provision of career counseling and special training and educational experiences to assist participants in achieving successful performance in the target positions. PBGC uses a training agreement approved by the Civil Service Commission.

Trainees are competitively selected from career or career-conditional employees in grades GS-3 through GS-9 who are in dead-ended positions and who demonstrate potential for development to enter a technical, administrative or professional career. Eligible employees complete a Standard Form 171 (Personal Qualifications Statement) and a Supplemental Applications Form and submit them to the Division of Personnel Programs and Services.

Eligible candidates' potential is assessed or rated through supervisory appraisals of potential, self-development activities, work experience, and awards. Also used in the assessment are elements such as analytical ability, communication skills, and ability to work with others. An Upward Mobility Review Panel is convened and evaluates the candidates as highly qualified or best qualified. A personal interview is conducted by the panel for each candidate. The interview is structured in a way to rate motivation, ability to obtain and utilize information, ability to exercise judgment, ability to work with people at all levels, ability to demonstrate initiative and work with minimum supervision, ability to organize and accomplish work in an orderly manner, and ability to communicate orally. Candidates are evaluated for potential for successful completion of the program, job performance and potential, work experience as it relates to the target position, training and self-development, and awards.

Individual training plans are developed for the trainees immediately upon their acceptance into the program. The training plan outlines and describes the type, length, location, and substance of training required to equip the trainee with the skills to perform successfully in the target job. The training plans have the same basic pattern for all trainees but are designed specifically for each trainee taking into account the trainee's background, interests and aptitudes. The plan includes major

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PBGC

functions to be learned, identification of rotational assignments and length of assignment, an outline of the on-the-job training to be given, and identification of outside specialized training courses. The training plan is developed by the supervisor and the career counselor with concurrence by the trainee.

Because PBGC feels that career counseling is essential to the success of its upward mobility effort, it has assigned to each trainee a career counselor who counsels with the trainee before entering the program and on a regular basis thereafter.

Trainees' progress is evaluated within 30 days after assignment and then on a quarterly basis by the supervisors. Trainees evaluate quarterly any formal training received and give a self-assessment of their own development.

Because of its small size, PBGC was able to provide extensive briefings and orientations to counselors and supervisors on all aspects of the program from its conception to its implemantation. Every PBGC employee eligible for the upward mobility program met with PBGC upward mobility personnel and equal employment opportunity officials to learn about the program. Fifty-six applicants were personally interviewed, and five were selected.

The length of the training program varies from one to two years. Trainee positions are established at the GS-4 through GS-7 grade range and may be at a higher or lower grade level than the current level of the person selected for training. Target positions currently include computer programmer, employee development specialists, and accountants. Other positions being considered are in paralegal, communications, and administration.

Of the five upward mobility participants, all are women, and three are minority.

According to the upward mobility program coordinator, everyone at PBGC is very enthusiastic about the program.

For more information on PBGC's upward mobility program, write PBGC, Division of Personnel Programs and Services, 2020 K Street, Room 4300, Washington, D.C. 20006.

NLRB Manager Stressed EEO

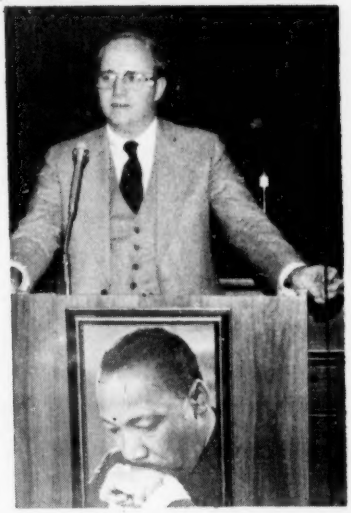
The need for Federal managers to be committed to equal employment opportunity is often mentioned. But highlighting of individual managers' accomplishments in equal employment opportunity is seldom done. One such manager is John S. Irving, General Counsel at the National Labor Relations Boad (NLRB).

Soon after his appointment at NLRB, Irving developed an outline of EEO program objectives which he hoped to achieve. His major goal was the improvement of NLRB's equal employment opportunity office and its effectiveness.

As a result of Irving's efforts, the training and recruitment areas of the EEO program have progressed. He feels that the importance of training employees in all aspects of their work, including EEO, to accomplish the agency's mission can never be overemphasized.

Irving has instituted a series of monthly EEO training sessions for the NLRB management staff and developed for employees a variety of informal EEO programs featuring prominent civil rights speakers. He advocates informative programs of EEO awareness and is himself an active participant.

Another priority in the EEO program Irving stresses is successful recruitment. NLRB regional office employees conduct recruitment drives at colleges and law schools throughout the country. Recruitment efforts of the regional and Washington NLRB offices have demonstrated that when an affirmative and active role is assumed to locate qualified minority and women applicants, a substantial advance can be made in the number of such applicants employed by the agency.



Irving

From 1972, when Irving was Deputy General Counsel, to June 30, 1978, by which time he had become General Counsel, 1,193 full-time permanent professionals have been hired in NLRB. Of this number, 626 were minorities and women. One hundred eighty-two were minority men. Seventy-six were minority women; and 301 were non-minority. Irving believes that expanding the agency's recruitment efforts gives qualified applicants a better opportunity for employment and advancement with the NLRB, and working toward this end is his goal.

NLRB's EEO Director, Henry A. Silva, has stated: "I believe his (Irvings's) EEO accomplishments are considerable. . .Further, I believe those managers who are trying to do the right thing without fanfare will be encouraged and heartened by this recognition to one of their peers."

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Editor: Ed Shell

The Chairman of the U.S. Civil Service Commission has determined that the publication of this periodical is necessary in the transaction of public business required by law of this agecy. Use of funds for printing of this periodical has been approved by the Director, Office of Management and Budget through March 31, 1980.

New Survey of Minorities and Women

The Civil Service Commission recently released findings of surveys conducted in November 1977 on the Federal civilian employment of minorities and women.

The November 1977 surveys indicate a continuation of the trend in increased representation of minorities and women in the Federal work force despite declines in total full-time Federal civilian employment. Minority full-time employment has steadily increased by an average of 1.2 percent per year since November 1975, despite an overall decline in the total full-time Federal civilian work force for this period, down by 0.2 percent in 1977.

The November 1977 study showed that minority group employment reached a new high of 520,850 in November 1977, up from 518,243 in May 1977. Minorities now represent 21.6 percent of the 2,414,034 full-time Federal civilian employees covered by the survey.

Women held 30.7 percent of all Federal jobs in November 1977, up from 30.5 percent the preceding May.

Minority groups were distributed as follows in November 1977: Black 387,630 (44 percent women); Spanish-surnamed 83,394 (23 percent women); Native American 25,216 (47 percent women); and Oriental American 24,610 (31 percent women).

Minority employees represented 21.6 percent of the total full-time work force in November 1977; similar minority percentages by pay system category were 29.0 percent Wage, 25.2 percent Postal, 18.1 percent General Schedule and equivalent and 11.8 percent other pay systems.

Minority group employment increased by 0.5 percent between May and November 1977 while total full-time employment declined by 1.1 percent.

Half of all minority group employees worked under General Schedule and equivalent pay systems in November 1977, an increase of 2.3 percent from the May 1977 level.

Hispanic Heritage Week Observed

The 1978 Hispanic Heritage Week was observed throughout the Federal establishment with appropriate ceremonies from September 10 through 16. Activities included workshops, seminars, job fairs, luncheons, cultural presentations, and multimedia displays.

Civil Service Commission employees, notably Carlos Esparza, Director of the Hispanic Employment Program, and Gilbert Colon, Special Assistant to Vice Chairman Jule Sugarman, traveled the nation as guest speakers at numerous Federal Executive Boards and Federal agency observance activities. Their remarks focused on the contributions of Hispanics to U.S. society and the future of Hispanic Americans in the Federal service.

A new feature of this year's observance was the convening of Town Hall meetings by Administration Hispanic appointees to hear the concerns and suggestions of the Hispanic Community nationwide.

Since its creation in 1968 by joint resolution of Congress, the celebration of Hispanic Heritage Week has grown in popularity and substance. Every indication is that it will continue to provide better opportunities for other Americans to understand the accomplishments, concerns, and aspirations of the Hispanic minority.

FWP

Office of Management Analysis and Audits has been detailed to the FWP to conduct this evaluation. Robert's efforts will result in an evaluation report, recommendations for program enhancement, and evaluation criteria for reviewing the effectiveness of the program in agencies.

The evaluation is to be completed and presented at the National Conference of the Federal Women's Program in November. SPOTLIGHT will provide a follow-up article on the completion of the evaluation and its findings.

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